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Annual Reports for Public Libraries

by Madeline S. Riffey
Reference Librarian, Undergraduate Library, University of Illinois, Urbana, Illinois

This study is designed as a tool for librarians, trustees, and public relations workers who are responsible for producing effective annual reports for public libraries. It is based on a review of the important literature about annual reports for educational, municipal, and industrial institutions, as well as of all available library literature on the subject from 1930 to 1950. It summarizes the major ideas expressed in the literature on the production of good annual reports for public libraries, and analyzes a sample of 50 reports made by American public libraries since 1945. The choice of reports for this sample was limited to the holdings in the University of Illinois Library; undoubtedly other excellent reports made since 1945 were not available for study. The 50 here analyzed are listed in Appendix A. They were selected by the present author as representing attractive and readable reports from libraries of various sizes and regions of the country. Each contains some feature desirable for a good report according to the criteria accepted by authorities on annual reports. In short, these are the better reports among those available, and are probably not typical of all public library reports. Thus, of the 50 reports 8% were issued by libraries serving communities of under 25,000 people and 92% by libraries in cities of over 25,000; in the country as a whole, 89% of all public libraries serve less than 25,000 people and 11% serve over 25,000 (1).

There is first a brief historical introduction. Then a description of the 50 reports follows, under the four main headings of Organization, Content, Format, and Distribution, along with a discussion of the major ideas about these topics as expressed in the literature. Also presented is some information about the cost and distribution of these reports, compiled from a questionnaire sent to each of the 50 libraries. A final section is given to conclusions and recommendations based on the study as a whole. It is hoped that this statement of what annual reports for public libraries contain, and what they should contain to be most effective, will be of use and of value.

The Evolution of Annual Reports

Industrial Reports. Probably the earliest recognition of the need and value of annual reports came from industry. As early as 1858, the Borden Company issued a report which the American Management Association describes as one of the first attempts to inform stockholders about company operations. An increasing number of companies followed the practice, and since 1900 the New York Stock Exchange has required that companies listed by them publish an annual statement of accurate financial information (2). United States Steel published the first report of a modern, informative nature in 1902, and has consistently maintained a high standard of reporting since then (3). In the last half-century there has been a steady increase in the number of corporations issuing good annual reports. The American Institute of Accountants has

been responsible for much of the improvement in financial reporting through its research work and literature, through professional contacts with corporation executives, and through a committee appointed to advise the New York Stock Exchange during the early 'thirties (4).

A continuing study of corporation reports was begun in 1940 by the magazine, Financial World. Since 1941, it has sponsored a contest with gold "Oscars for Industry" awards given for the best annual reports as judged for content, readability, and attractiveness. Financial World has evaluated thousands of reports since then, and has found a distinct and steady improvement in them. In 1941, only 6% of the reports reviewed were judged "modern" by designated standards, as compared to 52% in 1950. The independent board of judges for the 1950 contest noted a number of improvements in the reports surveyed, including increased consciousness of the social responsibilities of business enterprise, and a gain in clarity of presentation and exposition (5).

In general, industry has recognized its obligation to make its reports so attractive and informative that they will be read by both the stockholders and the employees who sustain industry. Firms of various sizes (including the Shell Oil Company of New York, the Warner Company of Philadelphia, and the York Corporation of York, Pa.) regularly report on their financial status in their own house organs or other employee publications. Employee understanding of company operations is highly desirable and industry has found that the annual report is a good device for achieving that end (6).

The trend toward "modern" reports indicates that industry has recognized that the majority of investors are not competent to evaluate the conventional accounting forms. Reports for both stockholders and employees are utilizing clear, graphic, and simple techniques to explain corporation activities. Industrial firms are producing ever more attractive and readable annual reports to promote understanding and support for their activities (7).

Municipal Reports. Government officials did not recognize the value of reaching taxpayers with attractive reports as soon or as extensively as businessmen. But recent literature reflects a growing interest, and recent municipal reports compare favorably with modern industrial reports. About 1933, Vermont inaugurated the first statewide competition for better municipal reports. Soon all of the New England states had adopted this device, and now the New England Council sponsors an annual show for the best municipal reports in that region (8).

The International City Managers' Association has worked for many years to improve reporting techniques and make municipal reports intelligible to citizens. Many of the best municipal reports are those published by communities having a town or city manager. Clarence E. Ridley, Executive Director of the Association, and Herbert A. Simon have written a brief manual, Specifications for the Annual Municipal Report, which is widely used by municipal authorities (9). Another important influence is the magazine, American City, which carries a monthly feature called, "The City Tells Its Story." The editor of the feature, Henry D. Nadig, stresses the value of annual reports for better municipal public relations. He feels that good annual reports should give citizens facts they can grasp easily, and thus help to produce more of the "full-time" citizens required by a democracy. "The City Tells Its Story" is frequently devoted to reviews of good municipal reports and to information about preparing them (10). For the last several years The Municipal Yearbook has contained an article on municipal reporting. In the 1951 issue, this article summarizes data on the printed annual reports of 134 cities and indicates that more cities are producing

shorter, more attractive reports and issuing them more promptly than ever before. Furthermore, these reports have less text and more pictures than did previous reports (11).

The quality which municipal reports have attained is evidenced by their choice as the subject for the 1945 exhibit of the American Institute of Graphic Arts (12). Writers, artists, printers, and advertising men belong to this national organization which is particularly concerned with book design and good typography. The best town and city reports from all over the country were exhibited by the Institute at the New York Public Library and then sent on a tour of the country. Government officials are showing an increasing awareness of the importance of the annual report as a public relations tool, which is reflected in their efforts to secure a more attractive appearance and a more readable content.

School Reports. Alert school administrators during the 'thirties realized the value of good annual reports and began to follow the pattern set by industrial and municipal authorities. Since that time numerous articles on the subject have appeared in such magazines as School Executive, Nation's Schools, and School and College Management, usually only endorsing the idea of "modern" reports, but sometimes offering concrete plans and suggestions for preparing or evaluating school reports. In 1945, Ullrich reported a marked increase during the previous decade in the number and variety of pictorial reports on modern school practices. He stated that public interest in such reports paralleled interest in the pictorial news magazines which gained great popularity in that period. He also devised a simple checklist to help schoolmen evaluate such reports (13). Reporting on a sampling of school reports for 1945/46, Crosby claimed that schools were making distinct progress in presenting concise and readable annual reports. "Animated drawings, color, focalized interest pictures, display type, interest-demanding layout, and crisp surveying sentences tell the dramatic story of progress in today's schools in a way that commands the attention of an increasingly large number of people" (14).

The "Planning Section" of School Executive for May 1947 was devoted to annual reports (15). Several educators wrote articles giving their experiences and opinions. One reported the use of special editions of a rural weekly paper to get the facts and figures on local school problems to citizens. Another emphasized the need for careful distribution of reports in a community where funds are limited, and a copy of the report cannot be given to everyone. A third mentioned the low costs which are possible when simple, office-duplicated reports are issued. Two other writers noted the good effect on staff morale resulting from the cooperative planning and preparation of the annual report, but cautioned that the material be rewritten by one person for clarity of style, and that it be pitched to the general reading level of the community. Recently, a questionnaire concerning the purpose, content, format, and style of school reports was sent to more than 500 educators. A summary of 246 replies indicates that the most important purpose served is to inform the general public about educational services. The respondents agreed that reports should be informal with very brief text, and should depend largely on pictorial content for ease of reading (16). Thus, according to opinions expressed in their professional literature in recent years, educators agree with industrialists and municipal authorities on the importance of annual reports. They concur in stating that such reports must be attractive and simple to reach a wide audience and to win support for educational practices and policies.

Library Reports. Library literature includes numerous articles recognizing the need for "modern" reports written for the general public. As early as 1923, Ralph Munn (now librarian of the Carnegie Library of Pittsburgh) advocated two reports, one to be a "document of record," which would not have to be printed since it would

be of interest to only a small group of people. The second report would be a pamphlet featuring the high points of the years's work, and would be small, well-written, illustrated, and attractively printed for the general public. Statistics would be included, but they would be made interesting through graphic presentation. Munn was thus one of the first librarians to recognize the publicity function of annual reports (17).

Clarence E. Ridley, mentioned previously as author of a manual on annual reports of cities (9), addressed the ALA Publicity Round Table in 1934 on the subject of annual reports. He stressed the need for attractive format and readable style, and listed 20 standards for evaluating library reports. This constitutes the most comprehensive and useful measuring device that has appeared in library literature to date (18). In 1938, Juanima Wells (librarian of the Bexar County Free Library, San Antonio, Texas) pointed out that the library's existence as a tax-supported agency would have to be justified to taxpayers, if the library hoped to hold its own among other tax-supported agencies. To do this, she advocated that the library be pictured in annual reports as an important social institution; she deplored the "bloodless statistics" given out, and argued for vital, interesting, and graphic reports that would reflect the vitality and usefulness of the library (19).

In 1944, Olga M. Peterson (then Chief of the ALA Public Relations Office) stated that most librarians regarded annual reports as valuable publicity aids; that many libraries were using two reports, one formal and official and the other written for laymen; and that there was a trend toward the use of omnibus reports, each spanning a period of several years (20). The Newark (NJ) Public Library published such an omnibus report in 1945; it was called The Power of Print, and it was prepared by a public relations specialist, Alexander L. Crosby (AR 25) (See Appendix A for references to annual reports, listed as AR1 to AR 50). It is one of the best library reports ever issued, judged by the standards that municipal and industrial authorities have accepted. Subsequently, Crosby wrote several articles for library publications, on using annual reports as a public relations tool. In his opinion, "The average report is inexcusably and unreadably dull. It is filled with statistics that are of interest only to other librarians who have no time to study them and no power to do anything to remedy the deplorable conditions. The objective of a good report is to portray the library as a tremendously important, useful and human institution" (21). In another article, he blamed librarians for being too modest and too quiet, with the result that "Librarians remain the foremost example of sweated professionals in our economy." He recommended that annual reports be used "to make the public aware of this poverty," and he asserted that most reports could be improved in typography and format at little or no additional expense (22).

Numerous other articles on annual reports have appeared in professional library publications since 1930. Most of them deal with public reaction to reports in specific cities, and feature ideas that helped to get attention from the public. Another group of articles are given to endorsements of "modern" reports and pleas that they be adopted generally by the profession. A third and smaller group deals with the specific problems involved in planning and preparing annual reports; most of these were written by college and university librarians or special librarians, and their suggestions will be mentioned here later. Both English and American professional journals note the appearance and comment on annual reports of libraries as topics of general interest. The Wilson Library Bulletin ("The Crow's Nest") and the Library Journal in America, and in England the Library Association Record and the Librarian and Book World all carry such articles frequently; they are useful for learning of new reports and of new ideas in the writing of reports. In summary, it appears that most articles about annual reports for public libraries clearly

reveal interest in using them for better public relations. The need for publishing attractive and readable reports is accepted apparently by a majority within the profession, and many recent reports show improvement in these respects. The following sections of this paper will review the specific and practical ideas in the literature about the writing and production of annual reports.

The Organization of Annual Reports

Function. Administrators of varying types of institutions accept the idea that annual reports are good if they are read and understood by the people for whom they are written. We turn now to some notes on how to prepare a good annual report for a public library, and the first consideration in its production is careful organization. By organization is meant in part the determination of the function of the report. Is it intended only to satisfy a requirement of law, or is it meant to "touch the lives of the maximum number of citizens as a human document" as William E. Marcus (trustee of the Montclair, N.J., Public Library) suggests (23)? The modern annual report should be written with the second purpose in mind. If both functions must be served, then two reports should be prepared, one formal and official for the Board of Trustees or other government officials, and a second--more attractive and shorter--for the general public (24). Several sets of reports using this technique were examined for this study, including those of Racine (Wisc.) (AR 34) and Council Bluffs (Iowa) (AR 6).

Timeliness. If the function of a report is to stimulate public interest, it should appear as soon as possible after the close of the report year. Reports for the public should contain only material with news value, and one of the elements of "news" is its timeliness. The local press is usually willing to feature newsworthy items in a library report, if they receive such information within a reasonable length of time. The Ridley and Miles' list of standards for library reports includes one which requires publication of reports within six weeks after the end of the fiscal year (25). No other specific recommendation has been proposed, and the six week period seems to be a generous and reasonable standard to accept.

Planning the Report. Another element of organization is deciding on the plan or arrangement for a report. By the Ridley and Miles' standards, arrangement of a report is an important criterion for judging its value, but they define it vaguely as "the grouping of material in some logical sequence" (26). In an excellent article on reports for special libraries, Barber suggests making an inventory of all subjects to be included, and using cards that can be arranged and rearranged to achieve the most effective sequence (27). This procedure is also useful for detecting items that may add merely to the length rather than to the value of the report.

Some widely used patterns for planning annual reports are listed by Beatrice K. Tolleris (a consultant for the National Publicity Council) in her pamphlet, Annual Reports - How to Plan and Write Them (28). These patterns include planning by the calendar, planning by departments, reporting by example, and using a trick theme. Planning by the calendar produces a chronological report of the year's events, month by month. This type of reporting will follow a logical sequence of events, but the first month may be the dullest, and the opening paragraphs fail to catch the reader's interest. Planning by departments is another device which ensures full coverage of library activities, but departments are usually set up for administrative convenience. How the library operates may be interesting to other librarians, but what the library does for patrons is of more interest to laymen. Organizing the report by departments is a plan that has been widely used for library reports, but it is not always the best way to achieve maximum reader interest.

Reporting by example is a technique which was used by Charles H. Compton for several years in his annual reports of the St. Louis Public Library in order to present informally a record of what readers were borrowing (29). Each year letters were sent to a selected number of borrowers, asking their opinions about the books or materials they borrowed. Thus the 1947/48 report, What's the Score?, is based mainly on answers from borrowers who had used the music collection during the months of April through August (AR 39). Earlier reports deal with non-fiction books and their readers, the reference department, and similar divisions of the library or special activities or services. A summary of statistics and a brief report of the year is included but the central theme each time was given to patrons' opinions about one particular department or service. Using a trick theme is another method of reporting the year in dramatized form. The Case of the Famished Bookworm is the 1947 annual report of the Summit (NJ) Free Public Library (AR 44). Two sheets, 7" x 10-1/2", are folded twice to make a small pamphlet and the library's story of services and needs is told by Oscar, the hungry bookworm. The report is simple, dramatic, and inexpensive. Such trick themes are successful when they are used by a clever writer, but they can fall flat unless they are well done.

A review of the year can serve as a pattern for highlighting the major events and achievements, and the services of various departments and agencies can be brought into this kind of report logically and naturally. Peterson mentions that a basic step in planning reports is to look at the year in perspective and select the outstanding characteristics (20). Will they still be important ten or twenty years from now? Do they show progress? Planning the annual report by the important events of the year is a good way by which to describe the library's work in the community and its services to people. This type of pattern is probably the best single one for librarians who are writing their own annual reports to use; any of the others takes a more than average degree of skill.

Reporting by picture story is a device some libraries use. The journalistic cliche that claims a picture is worth ten thousand words is demonstrated in recent annual reports of the New York Public Library (AR 29), the St. Louis County Library (AR 38), and the Brooklyn Public Library (AR 2). Each contains many excellent photographs of the library at work with people and books. In the St. Louis County report, alternate pages are given entirely to photographs of library activities. Very brief comments, hardly more than captions, are found on the pages facing the illustrations which are the main device for telling the story. These are a few of the main structural forms or themes for planning annual reports, but there are other possible forms that can be used successfully. The important thing in organizing a report is to survey the available methods, choose one, and be consistent and thorough in following the pattern which is chosen.

Style and Readability. Style and readability are not only interdependent elements, but they are also both governed by the function of the report. Reports for archival records or for limited circulation to officials are usually formal and technical in style, and they are apt to make slow and difficult reading. As regards style, any annual report should be written so that it is clear and concise, especially if it is intended for a wide general audience. Modern reports, with a publicity function to serve, should be written so as to make for easy reading if they are to reach the general public. In an article on college library reports, Lucy E. Fay (then Associate Professor at the Columbia University School of Library Service) points out that reports can be both formal and readable, and they need not be written in "journalese" to be effective (30). This advice is relevant to public library reports, particularly in conservative communities where trustees have sometimes opposed changing the traditional style or format of the annual report. John Hall Jacobs,

(librarian of the New Orleans Public Library) faced this problem of presenting a dramatic and concise report to the public in 1945. By board decision, no change was to be made in the general style and format of the library's report. When the long traditional report for that year was mailed, Jacobs enclosed with it a mimeographed letter outlining the main problems of the library and offering a challenge to interested citizens. The daily press featured both the letter and the report editorially and in a cartoon. This press support, according to Jacobs, was at least one of the factors influencing an appropriation increase of almost 50% for the following year (31). It is interesting to note that in 1949, the New Orleans Public Library published a small, attractive brochure obviously designed and written as an annual report to the public (AR 27). Presumably, the library board was convinced that annual reports do have a publicity function and should be written for the public.

If a long and detailed report is mandatory, or if the pressure for a formal and traditional report cannot be overcome, the most satisfactory solution is probably a dual report. The report written for the general public should use a minimum of technical language, and it must not be dull or difficult to read. Barber's recommendations for reports to management by special librarians apply equally well to public library reports. He advocates a simple style that an employer can read quickly and without effort, and he reminds librarians that we all prefer to read at a level below the highest we understand. Barber believes that reports to mangement should never have a more difficult reading level than "Standard" (27). By the Flesch formula that means an average sentence length of no more than 17 words, no more than 37 affixes per 100 words, and at least 6 personal references per 100 words. If style for management should be "Standard", style for the much larger and diverse audience known as the general public should be "Easy" or "Very Easy". How to Test Readability (32) and The Art of Readable Writing (33) by Rudolph Flesch include simple readability tests that are easy to apply to an annual report. If such testing were generally adopted by public libraries, the style and readability of reports would soon show distinct improvement.

In making the present study the Flesch formula was used to obtain a reading ease score for 35 of the 50 sample reports. The 15 reports not tested were predominantly pictorial or statistical. The reading ease scores were obtained by finding the average sentence length in words and the number of syllables per 100 words for 3 to 5 samples of 100 words each, and then using the chart printed on the end pages of The Art of Readable Writing. A summary of the reading ease scores for the 35 reports tested shows the following:

Reading Level	Number of Reports	Percent of Sample Tested	Reading Ease Scores
Easy	2	6%	80-90
Fairly Easy	2	6%	70-80
Standard	7	20%	60-70
Fairly Difficult	14	40%	45-60
Difficult	10	28%	30-45

The two "Easy" reports were those of the St. Louis Public Library (AR 39) and the Public Library of Youngstown and Mahoning County (AR 50). None of the reports classified as "Very Easy" with a score of 90-100 or "Very Difficult" with scores from 0-30, but it is apparent that more than half the sample (68%) had a reading level that is "Fairly Difficult" or "Difficult." A test applied to a larger and unselected sample of public library reports would probably show an even greater percentage

written on levels that do not appeal to the general public. Incidentally, by the same test, the reading level of this paper is "Difficult," with a score of 36.

Another aspect of style is unity. Library reports are often written by a group of department heads and the librarian. Each section of such reports has a different style, and the total effect is apt to be uneven and distracting. If a report is to consist of sections prepared by different people, it is best to have one person rewrite and edit the whole to obtain a unified report. In summary, we have seen that the organization of an annual report involves defining its function, securing prompt publication while the information has news value, planning the theme of the report, and using a simple, clear style with a reading level appropriate for the audience to which it is directed. We consider next what should be the content of the report.

Content

Recommendations in professional literature about the content for public library annual reports have seldom been specific. Peterson says that all reports should contain the names of officers, a financial and statistical statement, a form for bequests, and the name and location of the library (20). Ridley and Miles include in their standards for judging reports the use or provision of important facts, diagrams and charts, pictures, statistics, comparative data, financial statements, and community book provision. Each of these standards or criteria for judging a good report is descriptive of the kind of material that is a part of the content of reports, but there is no consensus of opinion in the literature about what library reports should contain. Upon examining the 50 recent reports in our sample, it was found that their contents could be described and divided into the following seven categories: (a) statistics, (b) description of services, (c) review of the year, (d) recommendations, (e) identifying information, (f) personnel lists, and (g) miscellaneous items.

Statistics. Of the 50 annual reports, that of the Salina (Kans.) Public Library (AR 40) has no statistical information at all, to speak of. Of the other 49, this type of material constitutes from 5 to 75% of the total content of these reports, with a mean of 29% and a median at 25% (34). The analysis shows that five kinds of statistical information (concerning circulation, registration, book stock, financial expenditures, and reference service) are commonly included in these reports. Not all 50 libraries report all five kinds of statistics, but these categories are descriptive of all the various types found. The results of the analysis are as follows:

Kinds of Statistics Included	Number of Reports
Circulation	49
Registration	47
Book Stock	45
Financial Expenditures	45
Reference Services	22

It is evident that most public librarians in this sample feel that the first four types of statistics should be included. Less than half of the libraries emphasize their reference services through statistics, but the great majority use the other four kinds. There are a number of ways in which statistics may be presented, but for the purposes of this study they are classified by four major forms. Many of the libraries in this sample use statistics in two or more ways and the analysis of the total sample shows the following results:

Form of Presenting Statistics	Number of Reports
Formal Tables	43
Narrative Report Including Statistics	31
Graphs	11
Pictorial Statistics	8

The formal use of statistics in tables and the inclusion of statistics within a narrative report appear to be more popular with librarians than are any other devices. But municipal, industrial, and educational authorities are advocating the use of pictorial statistics as being more effective in reaching the public than tables. There are several excellent texts describing the use of pictorial statistics and the technical production of charts and graphs. How to Use Pictorial Statistics by Modley (35) and Practical Rules for Graphic Presentation of Business Statistics by Smart and Arnold (36) are recommended as practical guides for preparing easy-to-read statistical information.

Description of Services. Thirty-five libraries in the sample devote from 6% to 62% of the total content of their reports to a description of various library services. The arithmetic mean or average amount given to such description is 32%. Fifteen of the 50 librarians did not include in their reports any mention of the departments, agencies, activities, or programs of their libraries. It is conceivable that reports intended to be archival records might omit a description of services, but reports intended for a large audience should include a well-written description of library materials and services, for people of various interests and degrees of knowledge about the library. Tolleris warns against the mistake of believing that the activities of an agency are so well-known that descriptions are unnecessary (37). She recommends that reports avoid vague generalizations about services, and that they present facts that will be clear to anyone whether he be familiar or unfamiliar with the institution. A review of the year (which is the pattern of organization for an annual report here recommended) would logically include a description of library services.

Review of the Year. In this sample, a review of the high points of the year's activities accounts for a range of 8% to 83% of the total content in 44 reports. The mean or average amount of total space given to this information is 34%. Only 6 libraries in the group of 50 do not include a review of the year. Eighteen reports use statistics (of circulation, registration, and book stock) for comparison with other years as a part of the review; usually, these are presented to show an increase in the use of the library. Exhibitions, lectures, book reviews, story hours, forums, and film showings are frequently described in great detail. These manifold activities need publicity, but the most effective reports do not document each event. One photograph, cartoon, or narrative example will often convey a library activity more effectively than a precise list of meetings. New buildings or equipment highlight some reviews, while others emphasize the lack of space or equipment and the corresponding handicaps in service. The Racine (Wisc.) Public Library report for 1947 (AR 34) features a drawing of a building that is bursting its seams. Labels indicate the various departments overflowing from every part of the building, and this graphic technique clearly shows how library service for the year was handicapped by a lack of space. Such illustrations, comparative statistics, narrative accounts, and many other devices can be used to make a review of the year as diverse and interesting as the achievements and progress of the library it describes.

Recommendations. A number of writers advocate making specific recommendations for the future, in the annual report, by outlining the library's needs and the plans for giving the community additional services. A review of the year frequently implies needs, but a separate section for recommendations emphasizes them more clearly. Peterson mentions that reports should contain some material on prospects for the future (20), and Barber states that one of the uses of a report is to make recommendations for the future (27). Twenty library reports, out of the sample of 50, include specific recommendations, and this material ranges from 3% to 15% of the total content in these reports. The arithmetic mean or average amount of space used for this information is 8%.. It is clear that only a few of the librarians in the sample group consider recommendations necessary to an annual report. Yet Crosby says that the objective of a good report is to portray the library as a tremendously important and useful institution (21), and a useful, progressive institution must forecast its plans, especially if it is dependent on support from the public. Private enterprise advertises new products or policies for several months in advance. It would appear that public agencies might follow this example to gain support for their objectives and new activities.

Identifying Information. The ALA statistics form requires identifying information that one might expect to find in all library reports, and for many years most libraries have conformed to its requirements (38). Librarians, by the nature of their profession, might be expected to publish reports with full bibliographic information. Yet the analysis of this sample shows that many reports neglect to give such basic facts as the name of the state or the librarian, or the address of the library. The following table shows the number of reports which include each of 9 kinds of identifying information.

Identifying Information Included	Number of Reports
Name of Library	50
Name of City	48
Period Covered by Report	48
Name of Librarian	43
Name of State	38
Population Served	22
Date of Publication	22
Address of Library	20
Telephone Number of Library	15

Personnel Lists. The analysis of content also reveals that personnel lists are included by 37 of the 50 libraries, although professional literature ignores them as a necessary part of content. Such lists range from 3% to 40% of the total content, and the mean or average amount of space given to them is 12%. Three kinds of lists are prevalent in the following proportions.

Kinds of Personnel Lists	Number of Reports
Library Board	40
Library Staff	32
Library Donors	5

A majority of libraries evidently favor the use of a board list and a staff list as

a part of the content for annual reports.

Miscellaneous Items. The items classified in this category include title pages, acknowledgments, book lists, bequest forms, quotations, errata, memorial tributes, notes on the reproduction process used, copies of legal contracts, and frontispieces. Thirteen reports use a title page accounting for 3% to 10% of the total content, and twelve libraries devote from 2% to 19% of the total report to acknowledgments for gifts or services. Five libraries use book lists, ranging from 4% to 18% of the total content. Occasionally there are lists of special collections, but the book lists are usually of current books, especially best sellers, for which there has been the largest demand in the library. Bequest forms are included by three libraries, and one uses a full page (almost 5% of its total content) for quotations. One or more other items, classified as miscellaneous for this study, are used in 20 reports. Thirteen reports use from 2% to 13% of total content for such things as errata, copies of legal contracts, a frontispiece, or other similar items. The inclusion of such material depends upon the individual library, but their relative scarcity in the sample of 50 indicates that they are not major considerations in planning the content of a report.

In summary, according to the findings of this study, the major items in the content of public library annual reports are statistics, a review of the year, and a description of services offered. In the sample of reports analyzed, recommendations receive relatively little emphasis, though authorities in several fields endorse them as an important feature of an annual report. Identifying information is frequently inadequate. Personnel lists of the board and of the staff are regarded as necessary by most of the librarians whose reports were studied. Finally, the amount of space given to book lists, bequest forms, and acknowledgment of gifts varies but is generally low.

Format

In this study format refers to the page size, number of pages, types of illustrations, use of color, and methods of reproduction--in short, the main physical considerations of issuing an annual report. The major suggestion about format for library reports, as expressed in library literature, is that expert advice from specialists is desirable. Writers in other fields agree that the subtleties of layout and design require technical skills, particularly in the case of printed reports. Many libraries are equipped to reproduce a report themselves by mimeograph, multilith, or other duplicating processes, and the cost may prohibit a library from printing its report. Printing is usually more attractive, easier to read, and carries more prestige, but mimeographing is usually more readily available and certainly cheaper.

In any case, format should be considered even before a report is written. Peterson says, "Propriety is probably the cardinal principle of good design, which must be adapted to the text, to the potential readers, to the library's financial resources, and to local custom. Readability, good design, and intelligent arrangement are all implied in propriety" (20). Crosby, who designed the famous report of the Newark Public Library, The Power of Print (AR 25), lays it down as a rule that 12-point type be considered minimum for library reports. He is convinced that the typography and format of most library reports can be improved at little or no additional expense. "Librarians should know much better than other pamphleteers that large type, plenty of white space and attractive layout-with illustrations--are the fundamentals in attracting readers" (22). Barber suggests that display determines the first impressions of people and of annual reports and first impres-

sions tend to be lasting ones; therefore, he advises seeing a specialist about format and typography if the report is to be printed (27). For clear, concise information on format, Specifications For the Annual Municipal Report by Ridley and Simon is probably one of the best guides for librarians. Chapter III on "Problems of Layout and Design" gives specific descriptions and instructions about size, type, illustrations, paper, color, and the arrangement of units (39).

Page Size. In planning format, one of the first decisions will concern the size of the page, or the physical dimensions of the report. In the reports analyzed for the present study, 29 different sizes are found.. Although 10 libraries did use a 6" x 9" size, recommended by Ridley and Miles, 10 others used an 8-1/2" x 11" page. Sizes range as follows in the sample of 50.

Size	Number of Reports
From 3-1/4" x 6-3/8" to 6" x 9" (15 different sizes)	16
6" x 9"	10
Between 6" x 9" and 8-1/2" x 11" (5 different sizes)	6
8-1/2" x 11"	10
From 8-1/2" x 11" to 8-1/2" x 13" (7 different sizes)	8

Obviously the most popular sizes are 6" x 9" and 8-1/2" x 11". A study of 531 municipal reports also shows these to be the two most popular sizes, although more of the municipal reports favor the smaller size (40). Generally speaking, short reports are more attractive in smaller sizes, and long reports adapt better to the large page sizes. If it is necessary to keep costs down, the 6" x 9" size is probably the most practical and economical.

Length. To hold reader interest, reports should generally be brief. In judging length, Ridley and Miles specify that it is desirable for a report to consist of 16 pages or less, and under no circumstances to be more than 36 pages (41). Twenty-six different page lengths are included in the sample studied here; 34 (67%) are 16 pages or less, and 16 (33%) are over 16 pages. Only two have more than 36 pages, and the average or arithmetic mean for the sample is 15 pages, and the median is 13 pages. The longest report, Newark's The Power of Print (AR 25), has 48 pages of which one-fifth consist of graphic material, mainly cartoons. This is considered to be one of the best "good will ambassadors" ever used by a library, and public relations experts cite it as a case study for writers in other fields (42). It appears that in general brevity is preferred, but a really good report can afford to be longer. Length, however, depends primarily upon the ability to sustain reader interest.

Illustrations. In every field, the most important feature of modern annual reports is the use of illustrations. Instead of printing every detail at length, modern reports are based mostly on eye appeal in order to reach the great mass of people. Photographs, drawings, maps, and cartoons are more effective than words or numbers for dramatizing a report to the public. The use of illustrations was one of the criteria for choosing the 50 reports reviewed in this study, but actually only 30 (60%) use illustrations, ranging from 2% to 50% of the total content with a mean of 26% and a median of 23%. Thus even this select group makes relatively small use of illustrations as the following analysis reveals (tables are not counted as illustrations).

Type of Illustration	Number of Reports
Photographs	16
Non-Cartoon Drawings	16
Cartoon Drawings	15
Graphs	9
Maps	3
Building Plans	1

In contrast to these figures, 44 reports used tables. Tabular information is often necessary and interesting to a small group of readers, but it will not fascinate a wide audience. Good annual reports are planned around the illustrations and supported by a text that is easy to read. Ridley and Simon believe that 25% of the total page area in a 6" x 9" municipal report should be used for illustrations (43). Possibly this figure is too high for library reports, but it is clear that not many libraries are using graphic techniques for reaching the public.

Use of Color. Eye appeal is usually enhanced by the use of color either in the text or on the cover. Colored paper stock or colored ink will enliven a report if used within the limits of good taste. Too much color or poor combinations will be distracting. Analysis of the use of color in the text of the 50 sample reports shows the following results.

Use of Color	Number of Reports
Color in Paper Stock	4
Color in Ink	4
Color Used in Ink and Paper Stock	11
Black and White Only	31

All of the 27 reports with separate covers use colored covers, probably because colored cover stock usually costs little if any more than white and is more attractive. In general, colored ink is more expensive than black, and its use must be governed by the funds available. It is well to remember that colored ink or colored paper doesn't necessarily increase readability however much it may attract attention. Karch points out that black on yellow is best for legibility and attention value, according to research findings. Second best is green on white, while dark lettering on white background is best only when viewed in daylight. Although colored printing inks cost more than black, two colors are not twice as costly; and many advertisers believe it pays to use color because tests show it draws over 50% more responses than do similar black and white advertisements (44).

Methods of Reproduction. There are 3 main possible methods of reproduction which should be considered. First, easiest, and least costly is to duplicate the report within the library by a mimeograph, multigraph, multilith, hectograph, or similar machine. Almost any of these is available in a variety of models--from small inexpensive, hand-run units (which any librarian can easily learn to operate) to large, expensive, electrically powered machines which require considerable experience and skill for optimum performance. A good general source to consult for information on any of these duplicating machines or reproduction methods is Printing and Promotion Handbook, by Melcher and Larrick (45). Only a few main points about these various machines will be given here.

A mimeograph is essentially a rotary drum which forces ink through a stencil. Up to several thousand copies can be made from one stencil, and it can be typed, written, or drawn upon. The mimeoscope (a drawing board illuminated from below) expedites tracing, drawing, lettering or ruling the stencil. The main disadvantage of the mimeograph is that it is difficult to use with glazed paper or to print on both sides of the paper. On the other hand, a statement can be typed and mimeographed in a matter of minutes, and a mimeographed stencil can be saved and used again later to run off more copies. The stencil itself costs only about 15¢, and the cost of a mimeograph machine runs from something over $100 on up. Mimeograph is a trade name of the A.B. Dick Co. of Chicago, but it is used generally for other makes of machines using the same principle. Two reports in the sample studied here, which are mimeographed, are those of the Fort Collins (Colo.) Public Library (AR 12) and of the Irvington (NJ) Free Public Library (AR 17).

A multigraph is really a small office-size printing press. It resembles a mimeograph in appearance, but the printing is done from a drum equipped with parallel slots for lines of type which have to be assembled by hand with a "stick" or holder. Color can be used with this process, as well as illustrations if they are converted into special curved plates. The multigraph produces a product which resembles printing and can give very long runs; but the process is not a quick one. A hand-operated, hand-fed multigraph costs about $250 plus $100 or more for the type faces (a number of which are available and they are interchangeable). The multigraph is manufactured by the Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

The same company also manufactures the multilith, a small offset press for office use which will reproduce anything written, lettered, drawn, traced, or ruled on the paper or metal plates from which the machine prints. An "offset" process (like the multilith) is one in which the message from a stencil or plate is transferred onto a rubber blanket and then "offset" onto the paper, instead of the message being transferred directly from the stencil to the paper (as with the mimeograph). The principal advantages of multilith are its flexibility (it can produce photographs, and can print in color), and its attractive appearance. Multilithing can be done on glazed paper and on both sides of the page. The least expensive model costs over $500, and the most expensive several thousand dollars; the paper plates from which the printing is done cost about 10¢ each. A particularly effective combination is to mimeograph or multilith copy prepared on the Varityper, a special electric typewriter which can use any of 400 interchangeable type faces, can vary the horizontal and vertical spacing, and can "justify" the spacing of a line to produce an even right-hand margin. The Varityper is available from the Ralph C. Coxhead Corporation, 720 Frelinghuysen Avenue, Newark 5, N.J., at a cost of about $500 for the cheapest model. The Varityper can be used to prepare copy for almost any reproduction process, but when such copy is multilithed, it is particularly attractive. One multilithed annual report and which had been prepared on a Varityper was found in the sample of 50, that of the St. Louis (Mo.) County Library (AR 38). This issue of the Occasional Papers has been multilithed, from copy prepared on an electric typewriter but not a Varityper.

The principle of the hectograph is that the master copy of a message typed or written on a sheet of aniline dye carbon paper will be reproduced upon contact. The smallest, flat-bed gelatin hectograph costs under $5, but is good for only about 50 copies from the master copy. Rotary hectographs and liquid duplicators are available in a variety of models and prices, starting at about $175 for a hand-operated machine and at about $500 for one electrically powered, and are able to produce up to about 400 copies. The product of a hectograph is usually in purple

ink on one side of glazed paper, though other colors (except black) are available. The hectograph process is quick, easy, and inexpensive and is best suited to short runs, but the hectograph product is not usually as attractive as that secured by other methods of reproduction. The report of the Janesville (Wisc.) Public Library (AR 18), in the sample used in this study, appears to be hectographed. Ditto, Inc. (Harrison at Oakley Sts., Chicago 19, Ill.) is the largest manufacturer of both gelatin and liquid hectographs.

The choice of duplicating equipment will naturally depend on the needs of the library and on the available funds. Other materials than the annual report may desirably be reproduced by the library on its own machines; on the other hand, many print shops offer mimeographing, multilithing, and multigraphing service. Producing an annual report by any of these office duplicating machines is likely to cost less than either of the other two main methods discussed next, and to look not quite as well.

A second possible method of reproducing the annual report is that by photo-offset or lithoprinting. Copy for photo-offset can be prepared on a typewriter (with illustrations inserted on the pages of the dummy), or it can be actually set up in type by a printer. In either case it is then photographed and the resulting plate used on a printing press equipped with a rubber blanket between the plate and the paper. The combination of copy prepared by the Varityper (or by a printer) and lithoprinting gives results which are practically indistinguishable from letterpress printing. Lithoprinting has no practical limits in regard to page size, use of color, type of paper, number of copies, etc. Commercial lithoprinting facilities are generally available, but librarians are probably most familiar with the work of Edwards Bros. (Ann Arbor, Mich.) in their lithoprinting of various bibliographical tools.

The third main method of reproduction is letterpress printing. This is likely to be more expensive than either of the others, particularly for a report with many illustrations which must be made into engravings. Nor is printing always necessarily the best, for here skill and taste count even more than they do in the other two possible methods, but it is potentially far superior to either of the other methods. If the report is to be printed, it is wise to consult some texts on printing in order to be able to talk intelligently with the printer about layout and design. To the layman, the technical aspects of printing are sometimes mysterious and confusing, and most books on printing and typography are equally difficult. A recent book by Karch, How to Plan and Buy Printing, is specifically written for the person who needs to know how to talk intelligently to a printer. One section, "How to Plan Booklets and Mailing Pieces," is particularly valuable for the production of annual reports of small public libraries (46). Particularly good examples of printed reports of the 50 analyzed for this study, are those of the New York Public Library (AR 29), and of the Portland (Maine) Public Library (AR 32) which was printed by the well-known Anthoensen Press.

The choice of reproduction method from these three--office duplicator, photo-offset, or printing--will vary according to many factors, but the predominant one is cost and the 3 methods have been listed in the order of increasing cost, in general. Any of these methods can give good results and any can give poor results, depending on the way they are used, but their listing here is also in the order of their ever greater general effectiveness and potentialities. Most of the 50 sample reports reviewed are either printed or lithoprinted, as indicated by the following table:

Method Used	Number of Reports
Print or Photo-Offset	37
Mimeograph	11
Multilith	1
Hectograph	1

Cost. The value of a good annual report is such that every modern public library should include in its budget specific provision for the production of a report suitable to the local situation. It has been noted that the cost of reproduction is lowest for the mimeographed or processed report, and usually highest for letterpress jobs. Costs will vary also according to the printer, the length of the report, number of copies, and other aspects of format. Printers quote prices which vary widely, because of difference in equipment, quality of the work, and variations in labor and overhead costs. Long reports are more expensive than short reports, and costs also increase with the number of copies but not proportionately. Each situation must be considered individually, and the decision as to the method of reproduction must be related to the funds available, type of community, and the objectives of the librarian in issuing a report. Information about costs was secured for most of the reports in the present sample. The resulting data can be considered only as estimates since it is likely that the figures cited are not always exactly comparable. In two cases the figures are for a later year's annual report than was analyzed here.

The arithmetic mean or average cost per copy of the annual reports of 39 libraries for which data are available (and not counting 3 reports which were printed at no charge to the library) is just under 25¢. The highest cost per copy was 95¢ (200 copies of a 22-page printed report); the lowest, 2¢ per copy (10,000 copies of an 8-page printed report). These 39 libraries spent a total of almost $10,000 for over 50,000 copies of their reports. The mean average is thus over $250 for almost 1300 copies, but the median average is $85 for only about 500 copies, since 6 of these libraries accounted for two-thirds of the $10,000 and for 30,000 of the 50,000 copies. Of these 39 libraries, only 6 issued non-printed reports, but they cost about 25% less per copy than did the printed reports, with a low of 5¢ per copy and a high of 45¢. These 6 libraries spent an average of under $50 for less than 450 copies, though the mimeographed reports have almost exactly the same number of pages on the average as do the printed reports. The 8 largest reports, averaging 33 pages, cost 37¢ per copy; the 9 shortest, averaging 5 pages, cost 10¢ per copy.

In summary, format is seen to be a major element in determing the attractiveness and appeal of annual reports. It is wise, therefore, to consult specialists about layout and design even before writing a report, so as to adapt the text to the format used. There are a variety of methods for reproducing reports; costs will vary according to the method chosen, and the product of each method is variable in quality. For best results, therefore, one must give adequate attention and thought to these matters of format.

Distribution

Once an annual report has been written and reproduced, it cannot begin to do the job for which it is designed until it is placed in the hands of its possible readers. Library literature offers a number of ideas as to ways of distributing public library annual reports. Thus one writer makes the following suggestions: (a) keep a mailing list of community leaders and send a copy of the report to each of them; (b) send copies to the local papers with a prepared summary if the report is long; (c) inquire

as to the possibility of enclosing copies with public utility bills; (d) enclose copies with library correspondence; (e) distribute copies to new residents of the community, and (f) distribute copies to new registrants and to patrons checking out books at the library (20).

The distribution of Newark's report, The Power of Print (AR 25), was described in reply to the questionnaire sent out for this study as follows:

Local distribution to teachers, business firms, civic organizations, etc.	1680
Newark Public Library staff	275
Library patrons	2500
Public relations officers, public libraries, school libraries, ALA, trustees, government agencies, and others out-of-town	1473
Total	5928

The following groups to whom distribution of an annual report might be made were listed on the questionnaire, and 39 respondents listed their use of these groups as indicated.

Groups to Whom Distributed	Number of Libraries
Other Libraries	38
Trustees	35
Government Officials	30
Library Staff	30
Library Patrons	26
Community Leaders	26

In addition to these designated groups, the questionnaire asked for information on any other distribution methods used. Several of the respondents mentioned that they send their reports to service clubs (Lions, Kiwanis, Rotary, and similar organizations), to library publications and library schools, to former staff members, business firms, educators, and local newspapers. Thirty-five of the 39 libraries responding say that they mail out copies of their reports, 30 distribute them at the library, and 20 use a combination of both methods. Brooklyn distributes its report through housing agents; Summit (NJ) Free Public Library had copies of its report distributed with the bank statements of 3 local banks; and in Burlington (Vt.), the library's annual report is included in the city report and distributed by the city to all taxpayers.

If one takes the 1950 census population data for areas served by these libraries, and divides by the total number of copies of annual reports produced, the mean average for 48 libraries (for which information is available) is 2% and if we leave out the one report issued in an edition of 10,000, the average falls to under 1%. The median average in either case is less than half of one per cent. In other words, these 48 libraries produced in general one copy of their annual report for every 100 citizens; this compares with a ratio of one copy of the municipal reports (in 134 cities) for every 6 citizens (47). Most libraries do not keep records as to the distribution of their annual reports, but 27 libraries supplied estimates of the number of copies which went to library patrons and community leaders. The

percent of total copies so distributed ranged from 19% to about 95%, and was over 50% in all but 6 cases. These figures are admittedly inexact but they give some indication of the effort made to reach the general public.

Library literature reflects a progressive interest in the wider distribution of annual reports, and a variety of methods are available. Information obtained on the sample of reports analyzed for this study shows a definite interest in reaching a wide audience, but public libraries are far from exhausting the possible channels of distribution open to them. Judged by the few cases in our sample, library reports are not issued in large editions but, in many cases, an attempt is made to place the majority of copies produced in the hands of the general public. It would be interesting to ascertain whether the success of library efforts to use annual reports as a publicity tool varies with the breadth of their distribution.

Summary and Conclusions

The conception of the modern annual report is a comparatively recent development in all fields. During the last decade, research and analysis have been increasingly used by industrialists, municipal authorities, and educators (including librarians) to advance the production of more attractive and readable reports. Such modern reports are accepted by various types of social institutions as a valuable tool for establishing good public relations. Contests and awards are made for the best annual reports by industrial firms and municipalities, and through continued analysis of reports they are raising the quality of report writing each year. Much less has been done about library annual reports in general, or public library reports in particular. The following checklist summarizes the items of most importance to be considered in preparing annual reports for public libraries. It is not meant to be a static or authoritative list. Much additional study is needed before establishing a definitive set of standards. These items, based on the findings of this study, are intended as a reference list to aid in the planning and production of better reports; the topics to be stressed will vary with the individual library.

1. Function. Determine the function of the report as a document of interest to the general public; if an archival record is required, use two reports.
2. Timeliness. Arrange for prompt production after the close of the report year, preferably within six weeks.
3. Planning the Report. Select a main theme by which to integrate the report and be consistent in following it through the entire report.
4. Style and Readability. Choose a clear style which conforms to the function of the report, and write the report so that it is easy for the general public to read.
5. Statistics. Use statistics graphically to dramatize the services of the library, and not in formal tables.
6. Description of Services. Describe library services in terms that will appeal to to a variety of readers, and acquaint them with the library's resources.
7. Review of the Year. Emphasize the important achievements during the year which will be of interest to a wide general audience.
8. Recommendations. Outline the most important needs and problems of the library, and describe their relation to better quality or quantity of services.
9. Identification. Identify reports by including the names of the library, the city, the state, and the librarian, the population served, the months or years covered by the report, the publication date, and the address and telephone number of the library.

10. Personnel Lists. Make lists of trustees, staff members, or donors as short as possible, and do not feature them in the main body of the report but use end pages, fly leaves, or appendices.
11. Miscellaneous Items. Use separate title page, acknowledgements, book lists, bequest form, errata, and other miscellaneous items as seems necessary and desirable, and only to add to the appeal of the total report.
12. Size. Consider the two sizes, 6" x 9" and 8-1/2" x 11", which are recommended by most authorities; the smaller size is less expensive, and usually more attractive for short reports.
13. Length. Hold reader interest by keeping the report short; 16 pages or less is a practical standard for most reports.
14. Illustrations. Be sure to use graphic techniques; this is the most neglected and the most important feature in the production of good annual reports for public libraries.
15. Use of Color. Include some use of color if possible, to increase the eye appeal of material directed to a general audience.

16. Method of Reproduction. Choose a duplicating process (print, photo-offset, or office duplication) depending on the facilities and funds available, and the objectives of the report. The choice of method to be used should precede and govern the writing of an annual report and the decisions as to the other aspects of format.
17. Costs. Include in the library's budget the cost of the annual report according to the funds available, reproduction method chosen, number of copies, and number of pages.
18. Distribution. Plan the distribution of the report so as to reach a maximum number of persons in the community.

These are the major considerations for the planning and production of public library annual reports, according to the findings of this survey. More extensive and intensive study would undoubtedly help to clarify the present standards for public library reports and point out other potential improvements. A continuing study of annual reports for public libraries (similar to the one conducted by the Financial World for the industrial field) would be of great benefit in raising standards. It is possible that such a study could be sponsored as an annual feature by one of the journals serving the library profession. The striking results from industry's continuing study of annual reports since 1940 is evidence of the value of such analysis carried out on a national scale. Both industrial and municipal organizations have also benefited from yearly contests with awards for the best annual reports. Their experience is a recommendation for libraries to seek similar results.

The main conclusion of this study is that the publicity function of the annual report is accepted by the profession, and that many public library reports are appropriately designed for publicity. An attempt to mate this function in a modern report with the old fashioned record for the archives often produces a hybrid which does not serve either function well. Modern reports need to eliminate the vestigial forms of the traditional report--the tables of statistics, the staid format, the meticulous documentation of minor items and events already known to the few persons interested, and the dull and difficult reading style. Traces of these characteristics are still apparent, even among the better library annual reports. Although the 50 sample reports analyzed for this study include the more attractive and more readable ones of those available at the University of Illinois Library, their analysis shows that most of them are written on a level that is too difficult for a wide, general audience. Another accepted principle for good annual reports, viz., that extensive use be made

of illustrations and pictographs for reports to the general public, is often recommended by librarians but is not applied generally in their reports, according to the findings of this study. Admittedly, the sample analyzed is too small for any final conclusions, but a larger and more representative sample would probably reveal even less frequent use of graphic techniques and a more difficult reading level on the whole.

More time and attention has been given to the study of annual reports in other fields of activity than in librarianship. As a result, more improvement is noticeable in their reports. It is true that industrial, municipal, and educational organizations are usually larger and wealthier. They can afford to examine the potential values of annual reports for better public relations, and to determine by research how reports can be improved. As institutions, all of them depend on public support just as libraries do. The almost universal acceptance of the need for better reports by these institutions should indicate that libraries can accept their conclusions, and that libraries need to make similar efforts. It is hoped that further research, individual study, analysis of reports, and readability tests be applied to reports by professional librarians in order to improve standards. It is also recommended that everyone responsible for preparing the annual report of a public library survey the literature and examine current reports in several other fields before planning or writing his report. A broad knowledge of the current practices in modern annual reports, and a grasp of the techniques used for their preparation, will help to avoid mistakes and to assist in the production of more effective public library annual reports.

Appendix A: List of Annual Reports Analyzed
(arranged alphabetically by the name of the city or county served).

AR

1. Alameda (Cal.) Free Library, Annual Report: 1948/49, 9 p.
2. Brooklyn (NY) Public Library, Annual Report: 1948/49, 36 p.
3. Buffalo (NY) Public Library, Annual Report: 1949, 40 p.
4. Burlington (Vt.) Fletcher Free Library, Annual Report: 1948/49, 11 p.
5. Chattanooga (Tenn.) Public Library, (annual report: 1949), 6 p.
6. Council Bluffs (Iowa) Free Public Library, You and Your Library (annual report: 1949/50), 6 p.
7. Davenport (Iowa) Public Library, Annual Report: 1947/48, 6 p.
8. Denver (Colo.) Public Library, Blueprints for a Greater Denver (annual report: 1949), 16 p.
9. Dubuque (Iowa) Carnegie-Stout Free Public Library, Annual Report: 1948/49, 6 p.
10. Evanston (Ill.) Public Library, (annual report: 1950), 2 p.
11. Fairhaven (Mass.) Millicent Library, 1949 News Report, 20 p.
12. Fort Collins (Colo.) Public Library, Annual Report: 1947, 22 p.
13. Genessee County (Mich.) Library, Annual Report: 1949, 3 p.
14. Glendale (Cal.) Public Library, Annual Report: 1948/49, 13 p.
15. Green Bay (Wisc.) Kellogg Public Library, Presenting Your Library in 1949, 3 p.
16. Greenfield (Mass.) Public Library, You and Your Library in Greenfield, Massachusetts (annual report: 1949), 13 p.
17. Irvington (NJ) Free Public Library, Annual Report: 1949, 8 p.
18. Janesville (Wisc.) Public Library, Annual Report: 1948, 5 p.
19. Kalamazoo (Mich.) Public Library, Annual Report: 1949/50, 26 p.
20. Kenosha (Wisc.) Gilbert M. Simmons Library, Annual Report: 1949, 12 p.

21. Los Angeles County (Cal.) Public Library, Annual Report: 1949/50, 23 p.
22. Los Angeles (Cal.) Public Library, Annual Report: 1947/48, 12 p.
23. Malden (Mass.) Public Library, Annual Report: 1949, 31 p.
24. Middleton (Conn.) Russell Library, Annual Report: 1949/50, 10 p.
25. Newark (NJ) Public Library, The Power of Print (annual report: 1942-45), 48 p.

26. New Bedford (Mass.) Free Public Library, Annual Report: 1949, 20 p.
27. New Orleans (La.) Public Library, News and Reviews: 1949, 4 p.
28. Newport News (Va.) Public Library, Annual Report: 1949, 10 p.
29. New York (NY) Public Library, Books for Everyone (annual report: 1948/49), 32 p.
30. Peoria (Ill.) Public Library, Annual Service Report to the Taxpayers: 1950, 20 p.

31. Pittsburgh (Pa.) Carnegie Library, Annual Report: 1949, 22 p.
32. Portland (Me.) Public Library, Annual Report: 1949, 28 p.
33. Portland (Ore.), The Library Association, Annual Report: 1949/50, 22 p.
34. Racine (Wisc.) Public Library, Looking for Something? (annual report: 1947), 12 p.
35. Richmond (Va.) Public Library, Annual Report: 1949/50, 15 p.

36. Rochester (NY) Public Library, Annual Report: 1949, 18 p.
37. Rockingham County (NC) Library, Leaves From the Past (annual report: 1949/50), 14 p.
38. St. Louis County (Mo.) Library, Annual Report: 1949/50, 23 p.
39. St. Louis (Mo.) Public Library, Annual Report: 1947/48, 27 p.
40. Salina (Kans.) Public Library, The American Heritage and the Library (annual report: 1950), 6 p.

41. Salt Lake County (Utah) Library, Annual Report: 1948, 9 p.
42. Spokane (Wash.) Public Library, Annual Report: 1949, 5 p.
43. Springfield (Ill.) Lincoln Library, "Through the Looking Glass" (annual report: 1949/50), 8 p.
44. Summit (NJ) Free Public Library, The Case of the Famished Bookworm (annual report: 1947), 9 p.
45. Tampa (Fla.) Public Library, This is Your Library (annual report: 1948/49), 19 p.

46. Topeka (Kans.) Free Public Library, For Information, For Education, For Recreation (annual report: 1947-48), 12 p.
47. Warren (Ohio) Public Library, Annual Report: 1950, 11 p.
48. Wilmington (Del.) Institute Free Library, Annual Report: 1949/50, 14 p.
49. York (Pa.) Martin Memorial Library, Annual Report: 1949, 5 p.
50. Youngstown (Ohio) and Mahoning County Public Library, Annual Report: 1947, 15 p.

FOOTNOTES

1. US Office of Education, Public Library Statistics: 1944-45 (Bulletin 1947, No. 12; Wash: GPO, 1947) p. 19.
2. American Management Association, Preparation of Company Annual Reports (Research Report No. 10; NY: AMA, 1946) p. 101.
3. Richard S. Claire, "Evolution of Corporate Reports; Observations on the Annual Reports of United States Steel Corporation," Journal of Accountancy 79 (1945) 39-51.
4. American Management Association, op. cit., p. 102.
5. K. C. Pratt, Company Annual Reports to Stockholders and Employees (Vol. 3 of the Stet Library of Editorial Aids; Hamilton, Ohio: The Champion Paper and Fibre Co., 1948) p. 9; "'Oscars' for Industry," Newsweek 36 (November 6, 1950) 81;

Weston Smith, "Sixth Annual Survey of Annual Reports - 1945," Financial World 86 (July 3, 1946) 7, 20-29; and Lewis H. Haney, "A Decade of Progress in Annual Reporting," Financial World 94 (November 1, 1950) 29-32.

6. Robert D. Breth, "Annual Reports in the Employee Publication," Management Review 37 (1948) 210-211; and James W. Irwin, "Employees Want Facts From Management," Industrial Marketing 30 (September 1945) 49-50, 166.
7. An extensive research study on company annual reports was financed by the Harvard Business School in recognition of the growing importance of annual reports in the business world; see Thomas H. Sanders, Company Annual Reports to Stockholders, Employees and the Public (Andover, Mass.: Harvard University Graduate School of Business Administration, 1948) 338 p.
8. The Mead Corporation, Planning the Modern Municipal Report (NY: The Mead Corp., 1945?) p. 9. Connecticut has been particularly active in this connection; see Connecticut Public Expenditure Council, Inc., Modernizing Municipal Reports (Hartford: CPEC, 1943) 27 p., and John E. Dever and Joan Davis, Tips on Annual Reports (Storrs: University of Connecticut Institute of Public Service, 1950) 16 p.
9. Clarence E. Ridley and Herbert A. Simon, Specifications for the Annual Municipal Report (Chic.: International City Managers' Association, 1948) 52 p.
10. For a discussion of pictorial statistics in annual reports, see Henry D. Nadig, "The City Tells Its Story," American City 66 (January 1951) 98-99.
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38. For an example of the statistics form adopted by the ALA, see the report of the Denver Public Library (AR 8), p. 16.
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